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Navy Associate
Performance Consultant Job Profile
May 10, 2002

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Role description:

Performance consultants define and align the performance of the people with the goals of the organization. The apprentice consultant assists with providing the framework for describing what people in an organization must do, know, possess, and produce to achieve mission results. Performance consultants systematically observe and quantify inadequate performance. They apply a methodology to determine the appropriate solution intervention(s) that allow people to perform optimally and eliminate deficiencies, implement solutions and measure their results. The apprentice performance consultant supports more experienced consultants in serving as a change agent in improving organizational and individual performance.

Duties/Tasks:

1. Support the lead consultant to identify, build, and maintain a strong client relationship. Assist in preparation for customer meetings by developing materials and job aids.
    a. Identify and track administrative project issues (i.e., travel, billing, etc.)
    b. Build rapport with the customer
    c. Assist to develop a project plan with the input of the lead consultant
    d. Assist to develop customer satisfaction measures under direction of lead consultant
    e. Document problem or symptoms identified in scoping meeting
    f. Document how customer will know problem is solved (define MOEs/MOPs)

2. Gather and examine data to assess performance
    a. Recognize performance issues
    b. Suggest possible data sources required to provide information on issues
    c. Gather existing data helpful to the current issues, i.e., internet searches, library work
    d. Assist in the preparation of data gathering tools, e.g. interview/focus group guides
    e. Assist in data collection, e.g., take notes in interviews, serve as scribe in focus groups, help construct and distribute surveys

3. Analyze and diagnose data for patterns, connections, causes, & solutions
    a. Recognize possible root causes of performance problems
    b. Assist in performing gap analysis
    c. Categorize data for analysis
    d. Assist lead consultant to identify findings, conclusions, and potential solutions
    e. Collaborate with lead consultant to identify impact on mission goals

4. Identify potential solutions
    a. Suggest potential solutions based on causes and potential solutions
    b. Gather data for the development of cost estimates

5. Help Develop Performance Improvement report
    a. Determine report format
    b. Utilize software for report generation
    c. Generate report

6. Measure project success and client satisfaction
    a. Understand measurement principles
    b. Assist in development of measurement tools
    c. Assist in data collection

7. Provide project management support for the client engagement
    a. Provide input into project plan
    b. Track own work

    c.   Communicate changes in own work
    d.   Provide status reports to lead consultant

8. Take responsibility for own professional development
    a.   Observe more senior consultants at work
    b.   Read relevant materials and references
    c.   Participate in approved training courses
    d.   Serve as a protégé to a more senior consultant

Characteristics of Outstanding Performance Consultants:

- Willing to learn
- Results driven
- Investigative
- Set/maintain standards
- Cooperative/Collaborative
- Flexible
- Willing/able to add value
- Proactive /displays initiative

Skills (Definitions include knowledge and ability)

0 = Competency not Required for Job
1 = Familiar with some Basic Concepts; Little or No Training or Experience
2 = Some Training or Experience; Able to Perform Routine Tasks with some Help
3 = Can Apply Most of the Basic Principles without Assistance
4 = Can Handle Difficult or Complex Tasks; Has Lots of Practical Experience
5 = Has Comprehensive Knowledge, Extensive and Varied Experience

Skill	Definition	Required Skill Level
Manage client relationships	- Develop, maintain, and manage client relationships - Build consultative partnerships - Gain client respect - Develop credibility and rapport - Achieve client satisfaction	2

Use Human Performance System Model (HPSM)	- Use HPSM approaches, tools
	- Demonstrate understanding and knowledge of key areas:
	   o organizational performance analysis,
	   o performance improvement techniques,
	   o Job Task Analysis procedures,
	   o adult learning theory,
	   o performance improvement solution alternatives (requires familiarity with available tools and technologies),
	   o learning solution design
	   o measurement
	- Reuse intellectual capital
	- Perform client needs assessment
		2

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Skill	Definition	Required Skill Level
Manage projects	• Develop project plan • Manage the plan (deliver on time on budget, use resources effectively) • Develop measurements to achieve project milestones • Communicate project changes • Prioritize problems, causes and solutions	2
Demonstrate effective communication	• Communicate effectively and frequently with stakeholders • Gather feedback to determine effectiveness of communication • Establish trust by sharing information candidly, honestly, and accurately • Encourage open two-way communication • Effectively facilitate meetings	3
Demonstrate teamwork	• Support a collaborative environment that encourages participation from diverse groups • Take direction from others • Demonstrate teaming • Demonstrate willingness to learn from others	4
Develop knowledge of the Navy organization and environment	• Develop knowledge of Navy infrastructure, tools, and facilities to perform job related responsibilities • Understand the client's business/mission • Understand the client's management structure, processes, and formal and informal organization • Identify potential client issues and opportunities	3

Demonstrate ability to analyze (data collection, analysis, interpretation)	• Demonstrate ability to examine client requirements
	• Demonstrate questioning skills
	• Identify data that need to be collected.
	• Use various data collection methodologies based on customer needs and the customer environment.
	• Analyze data using appropriate data analytic techniques:
	    o Organizational analysis
	    o Job Task Analysis
	    o Cost Benefit Analysis (not ROI)
	    o Root Cause Analysis
	    o Gap Analysis
	    o Statistical Analysis
	    o Process Analysis
	• Synthesize & convert data into useful information by interpreting results.
	• Identify appropriate solutions based on available data
		2

Design results oriented / practical client solutions	• Design solutions to align with mission critical requirements • Develop and present the pros and cons of multiple solution options	2

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Skill	Definition	Required Skill Level
	• Provide tangible recommended action steps • Gain client acceptance and implementation of solution • Demonstrate commitment to high quality client deliverables	
Demonstrate creative skills	• Take unstructured data and create value added solutions • Contribute to the creation of intellectual capital • Demonstrate "out of box" thinking • Develop innovative solutions	3
Demonstrate thought leadership	• Develop conceptual vision to enhance performance • Ability to integrate new data into project vision • Contribute to intellectual capital • Demonstrate critical thinking skills • Create value added recommendations	0
Demonstrate report writing skills	• Apply storyline development to report creation • Write clearly, concisely, and persuasively • Use data and examples to support findings and conclusions • Use a report writing style appropriate to the audience	2
Demonstrate report presentation skills	• Develop effective presentation • Demonstrate effective speaking ability • Articulate sound logic in presenting report • Contribute to report presentation in timely effective manner • Demonstrate confidence in presenting to stakeholders	2
Apply measurement methods to determine project effectiveness	• Identify Measures of Performance (MOP) and Measures of Effectiveness (MOE) • Develop measurement tools • Apply measurement methodology to determine results of solution intervention	1
Demonstrates personal effectiveness skills	• Demonstrate initiative and drive • Demonstrate organizational skills • Demonstrate intellectual honesty • Demonstrate active listening skills • Demonstrate ability to negotiate win/win situations • Demonstrate conflict resolution skills	3

Note: Navy Skill scale does not provide the degree of differentiation required to pinpoint skill requirements. Question becomes whether this scale must be used or if we can go with recommended scale above
Navy Skill Level
1 = Limited Competence
2 = Competent
3 = Highly proficient

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Definitions of Job Role Elements

- **Job** consists of duties and task that a worker performs
- **Duty** is a set of operationally related tasks within a given job; A duty has the following attributes:
  - One of the major subdivisions of the work performed by an individual
  - Occupies a major part of the worker's time
  - Occurs often in the work week
  - Involves a group of closely related tasks
  - Must be observable and measurable
- **Task** is a single unit of specific work behavior. A task statement contains a verb and an object. A task is:
  - Directly observable and measurable
  - Discrete
  - Has a beginning and end
  - Is performed independently (is not dependent on other tasks)
- **Skills** demonstrate an observable competence to perform. Skills are described to include knowledge and abilities. **Knowledge** demonstrates a body of information that is usually factual or procedural in nature. **Ability** is a more enduring trait or capability that an individual possesses.